

U.S. General Services Administration (GSA)

PRESIDENTIAL TRANSITION KEY ISSUES INFORMATION PAPER

SUBJECT: *Performance Management*

1. BACKGROUND:

a. General Background:

- GSA has focused on building a comprehensive performance management system in line with requirements of the Government Performance and Results Act (GPRA) and GPRA Modernization Act of 2010.
- As highlighted in GSA's most recent (FY2016) Agency Financial Report (pp. 12-19), GSA has a tiered system of priorities and specific goals across major services:
 - o **GSA's Mission** (AFR p. 12) remains unchanged – to deliver the best value real estate, acquisition, and technology services to government and the American people.
 - o GSA's current **2014-2017 Strategic Plan sets out 3 agency performance goals (AFR p. 12)**: i) savings – provide savings to federal departments and agencies; ii) efficiency – improve efficiency of operations and service delivery; and iii) service – deliver excellent customer service.
 - In support of each of the 3 agency performance goals, GSA defined clear quantifiable **performance metrics**, such as acquisition program savings, capital projects on schedule, cleaning & maintenance costs within market range, tenant satisfaction with government owned and leased space and other parameters.
 - o To advance GSA's foundational goals, in FY2016, **GSA focused on key initiatives for agency planning and execution (AFR p. 14) – Operational Excellence, Proactive Federal Partner, and Economic Catalyst**
- GSA also pays focused attention to performance management and monitoring. To that end, in September 2016, GSA issued an Administrative Order to codify the latest best practices in the area of performance management:
 - o Designation of a **Performance Improvement Officer** (PIO) at the level of a Head of Service and Staff Offices (HSSOs)
 - o Administrator, Deputy Administrator, and PIO sharing responsibility for **Quarterly Performance Reviews (QPRs)** as defined in GPRA Modernization Act of 2010.
 - o Transparency of HSSO fiscal year performance plans and results – plans and results of quarterly performance reviews communicated to all GSA employees via an online portal, such as InSite
 - o Requirements for all SES and senior leaders to have fiscal year performance plans with clearly spelled out performance requirements, measures, and quantitative targets that link up to HSSO plans.

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- o Requirements for supervisors to develop performance plans for employees across GSA linking up to SES and HSSO plans.
 - To provide opportunities for rapid performance adjustments throughout the year, the Office of the Administrator collaborated with OCFO's Performance Team to develop a format for bi-weekly Senior Management Team (SMT) discussions that aligns closely with cross-functional implications of performance plans across HSSOs.
 - o Each SMT session requires senior staff to report on the results-driven metrics from one of the services - PBS, FAS or TTS, as well as the Service Level Agreements (SLA's) from one of the CXOs, or a Results-driven metrics from one of the other major GSA offices (e.g. OSBU).
 - o SMT meetings provide opportunities for the cross-functional leadership team to contribute support/feedback for acceleration and course-correction, as needed.
 - In a pioneering performance management effort, GSA developed a robust on-line management information platform – data-to-decisions (D2D) – enabling leaders across GSA services to track progress across major aspects of GSA operations and explore layers of context as needed. For example, the platform hosts the Administrator's dashboard that focuses on key indicators across FY2016 key initiatives and provides holistic view of GSA's real estate inventory, geographic distribution of acquisitions, and parameters of GSA's human capital - <https://d2d.gsa.gov/customer/administrator-0>
- b. Issues:
- GSA has been consistently building and enhancing its performance management system. However, the current sequence of quarterly performance reviews, senior management team meetings and annual planning/review processes will required continued nurturing and attention to deliver results and shift the culture across GSA.
 - In FY17, GSA will need to invest focused attention to develop the next multi-year strategic plan. It will be critically important to ensure cross-functional nature of the planning process and account for the latest government-wide mandates (e.g. FITARA), as well as internal organizational developments (e.g. TTS)
 - GSA needs to continue development of rigorous, cost-effective and agile data management systems. The current data-to-decisions platform provides the overall foundation, but further work needs to be done in terms of data consistency, focus on customer needs, alignment across functions, and timeliness.

2. SCOPE AND EFFECT:

- *For industry stakeholders*: clarity of performance management indicators and reporting increases opportunities for businesses and cultivates more informed partners.

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- *For taxpayers:* effective performance management helps to avoid duplication of efforts, ensures focused collaboration across GSA functions, thus saving taxpayer dollars and building a stronger Federal government.
- *For GSA employees and partners across Federal agencies:* clarity of the overall direction and priorities enables GSA leaders and employees to make choices and optimize the use of scarce resources within their respective areas of expertise.

3. ACTION(S) PLANNED OR REQUIRED:

- Ensure timely development of the current landscape assessment and foundations of the 5-year Strategic Plan by June 2017 to share with OMB
- Advance multi-year strategic planning process for the balance of FY17 and ensure deployment of the plan for FY18-22
- Continue the rigorous process of Quarterly performance reviews (QPRs) in line with GPRA and GPRA Modernization Act requirements
- Ensure bi-weekly cadence of Senior Management Team (SMT) meetings to review current issues and guide course-corrections, as needed
- Conduct FY17 performance reviews for HSSOs and cascade to all managers and employees.

4. KEY STAKEHOLDER INTEREST:

- OMB and Performance Improvement Council in terms of GPRA/GPRAMA compliance and adherence to planning/performance management standards
- Congress and individual offices to ensure transparency of GSA's priorities, key performance indicators and progress across major focus areas
- Other federal government agencies – alignment along cross-agency priority goals and joint efforts.

5. FISCAL YEAR 2017/2018 BUDGET IMPACT:

- Performance management efforts rely on current personnel structures and are not expected to require incremental resources in FY17.
- It is important to focus on evolving a robust Performance Management team within OCFO, as well as ensuring availability of well-trained performance management experts across front offices of GSA Services and Staff Offices.